



Naval Postgraduate School

Executive MBA Program



WWW.EMBA.NPS.NAVY.MIL

March 2007



Purpose

- Highlight the rationale for the NPS Defense-focused Executive MBA (EMBA) program
- Outline the EMBA application process
 - Student qualifications
 - Application procedures
 - Points of contact



Navy Vision

Strengthen URL officer corps through substantive, career-long Professional Military Education (PME)

- **Incorporate all education programs into a coordinated plan designed to equip URL officers with the right knowledge and skills at the right time**
- **Provide innovative and flexible ways to deliver high quality PME to our URL officers**
- **Incorporate PME as key milestones for billet assignment and career progression**



Navy PME Continuum

(Integrated with Leadership Continuum)

P
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PRIMARY
(01-03)

**INTERMEDIA
TE**
(04)

SENIOR
(05-06)

-----TACTICAL, TECHNICAL,
ANALYTICAL-----

-----BUSINESS, EXECUTIVE,
STRATEGIC-----

-----LEADERSHIP, MANAGEMENT, OPERATIONAL-----



NPME



GRADUATE EDUCATION



JPME

**PME Opportunities Available through Multiple
Delivery Methods: Resident, Non-Resident, Full-
time, Part-time, Off-Duty, & Web-Based**



NPS Enrollment Trends (Resident Programs)

<u>NPS</u>	<u>1995/2</u>	<u>2000/2</u>	<u>2005/2</u>
Total USN	1049	654	697
URL Officers	644	313	261
Aviation	299	84	46

How do we address the problem?



“NPS must provide education to officers wherever they are...”

(NPS Strategic Plan)

...the NPS mission includes finding ways to provide graduate education not only to those officers who can come to the Monterey campus, but also to those who cannot.



EMBA Program Rationale

Why an EMBA for Navy URL officers?

The Business End

(Total Obligation Authority - TOA)

FY03 FY04 FY05 FY06 FY07 FY08

DoD TOA \$433B \$456B \$502B \$407B \$438B \$463B

USN TOA \$123B \$121B \$133B \$132B \$127B \$135B

“...it is important that our leaders understand sound business practices so that we can provide the greatest return on the taxpayer’s investment.”

**ADM Vern Clark, USN
Chief of Naval Operations**



What is a Defense-focused EMBA?

How does the program deliver graduate education to officers in the Fleet?



EMBA Program Foundation

- Unique, relevant Defense management focus...to prepare officers for future senior leadership assignments
 - Analytical and critical thinking skills needed to make strategic resource decisions under conditions of uncertainty
- Delivered as a 24-month, part-time graduate program via distance-learning (two-way VTE)
- 54 credit hours in four areas:
 - Financial Management (15 hours)
 - Acquisition and Program Management (11 hours)
 - Systems Analysis/Managing Change/Strategy (9 hours)
 - Other Management Functions: E-Business, Operations Management, Public Policy, etc (14 hours)
 - Plus the Capstone EMBA Project (5 hours)



NPS EMBA Program Structure

- **Form cohort groups of 25 (one on each coast) every six months ... minimum of five students per site**
- **VTE real-time course delivery to classroom facility at duty station site(s)...some asynchronous (on-line) courses...all Web supported**
- **Defense/Navy focus in acquisition and financial management tracks**
- **Tuition/instruction costs paid by Navy**
- **Students pay only for course books and supplies**
- **Graduates awarded Executive Master of Business Administration degree from NPS**
- **Navy SSP-code 3100 “Financial Management - Defense Focus” assigned for detailing purposes**



EMBA Program Details

- **URL officers as primary customers...other USN officers considered...supervisory DoN civilians (GS-13 up) on “Space A”**
- **Continuous 24 month schedule of instruction**
 - Duty station/PRD stability for the entire program...detailer support
- **Eight quarters of study...time for leave at Xmas and early summer**
- **One full day of classes/week during duty hours**
- **Commanding Officer must endorse officer’s application for EMBA enrollment**
 - Mission TDY funding for one-week EMBA indoctrination at NPS
 - Commitment of duty time for class attendance
- **Enrollment cap = 200 students under instruction in 8 cohorts**



EMBA Student Qualifications

- **CDR/LCDR desired... senior LT acceptable with CO endorsement**
- **Department Head desired, Division Officer acceptable**
- **Academic Profile Code (APC) = 245 with undergraduate degree**
 - **2 = 2.60 GPA**
 - **4 = two pre=calculus courses, B average**



EMBA Courses

Quarter 1

Organizations as Systems and Structures (3)

Financial Reporting and Analysis (3)

Quarter 2

Systems Acquisition and Project Management I (3)

Economics for Defense Managers (3)

Quarter 3

Systems Acquisition and Project Management II (3)

Cost Management (3)

Quarter 4

Analytical Tools for Decision Making (3)

DoD Mission and Resource Determination (4)



EMBA Courses (Cont'd)

Quarter 5

**Managing Strategic
Change (4)**

**Financial Control Systems
(3)**

Quarter 6

**Operations Management
(4)**

**E-Business for Defense
(3)**

Quarter 7

**Strategic Resource
Management (3)**

**Supply Chain Management
and Strategic Purchasing
(3)**

Quarter 8

Capstone Project (3-7)



Where is the EMBA Underway?

- **EMBA Learning Teams (200 students) are receiving VTE instruction at:**

- **Washington Navy Yard DC**
- **NAS Patuxent River MD**
- **NAVSTA Norfolk/NAS Oceana VA**
- **NAS Mayport/Jacksonville FL**
- **NAS Whiting Field/Pensacola FL**
- **San Diego CA**
- **NAS Lemoore CA**
- **NAS Fallon NV**
- **NAS Whidbey Island WA**



What Else Should You Ask?

- Payback for the EMBA degree program is.....?

- Current requirement is 3 years of service after completing the EMBA program and receiving degree

- Will the EMBA help me compete for future assignments and on selection boards?

- Navy policy is clear...graduate education degrees are desired for senior leaders and will be considered



EMBA Application Process

- **Personal letter via chain of command requesting consideration for EMBA program enrollment**
- **CO endorsement includes support for on-duty instruction and TDY funding for NPS orientation travel**
- **Must include copy of undergraduate transcripts**
- **Send via fax to speed up the process**

831-656-3630



EMBA Program Horizon

- Semiannual cohort rollouts in same Fleet Concentration Areas Norfolk and San Diego...in March and September with expansion to new satellite sites
- NAVADMIN 359/06 (DTG CNO Washington DC 211654Z DEC 06) covers March 2007 cohort details
- Interested officers should start now at EMBA web site www.emba.nps.navy.mil by submitting an interest form with all required info

Interest Form = [https](https://www.nps.navy.mil/emba)

[://www.nps.navy.mil/emba](https://www.nps.navy.mil/emba)



Defense-Focused EMBA Points of Contact

- EMBA Program Director at NPS Monterey CA

CDR Bill Hatch, USN (Ret)

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- phone: **831-656-2463**
- fax: **831-656-3630**

- EMBA Assistant Director

Ms. Houda Tarabishi

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- phone: **831-656-2562**
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- EMBA Web site: **www.emba.nps.navy.mil**



Questions?